

30 AUG 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Personnel Development Program

1. Attached is a draft of a cover letter forwarding the revised PMMP to the Deputies. We have also included the original PMMP instructions which contain Mr. Colby's comments and his rewrite of the original cover letter.

2. I believe the PMMP process as rewritten will help insure the long-range effectiveness of our executive development program and it is responsive to the desires of the Executive Director-Comptroller.

3. The principal modifications are:

a. Stretched out the scheduling arrangements and recommended alignment to the extent feasible with recurring activities of career boards and panels, but emphasized the implementation of the executive development portion within a somewhat liberalized time frame. You will recall that the required report to the CSC on 30 September presupposes a program which is well into operation. Obviously, we will not be able to meet this expectation, but it is incumbent upon us to be in motion as much as possible by that date.

b. Adjusted the Memo of the Executive Director-Comptroller and the attachment to acknowledge that on some occasions it may be feasible to identify the successes to specific jobs in the Executive Development Program and in others it will not be practical to do so.

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c. Modified the PMMP attachment to make explicit the desire of the Executive Director-Comptroller to invite individual employees to express their own developmental interest in a program that clearly establishes that the primary basis for deciding upon individual developmental actions will be predicated upon assessment of individual needs by the career services.

d. Encouraged the "grandfather" services to rely upon the components to do the detail work in the PMMP process as a means of reducing the work load in PMMP.

4. It could be argued that we should use more sophisticated identification techniques such as assessment centers and PSS developed tests. This may come in the future, but PMMP in its present form is a formidable enough task and we think it best to rely on existing panel procedures to identify comers.

5. We believe it important that a training paper be developed for concurrent use with PMMP. Since selection and timing of training assignments is such a significant aspect of the development process, it would obviously be desirable to have training models available. As you have suggested, we should meet soon with OTR representatives to discuss this subject further.

Signed

Harry B. Fisher
Director of Personnel

Att

Distribution:

- 0 & 1 - Addressee
- 1 - C/Plans Staff via DD/Pers/P&C
- 1 - D/Pers Subject
- 1 - D/Pers Chrono

OD/Pers/HBFisher:dpm (30 Aug 72)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Chief, Plans Staff
626 C of C Bldg.

EXTENSION

3383

NO.

DATE

17 August 1972

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Personnel
5 E 56 Hdqs.

1. I have tried to retain the gist of certain elements of the PMMP process which I believe would help to insure the long-range effectiveness of this program as a managerial tool of the Agency, while being responsive to the desires of the Executive Director-Comptroller.

2. The principal items involved are:

a. Stretched out the scheduling arrangements and recommended alignment to the extent feasible with recurring activities of career boards and panels, but emphasized the implementation of the executive development portion within a somewhat liberalized time frame. You will recall that the required report to the CSC on 30 September presupposes a program which is well into operation. Obviously, we will not be able to meet this expectation, but it is incumbent upon us to be in motion as much as possible by that date.

b. Adjusted the Memo of the Executive Director-Comptroller and the attachment to acknowledge that on some occasions it may be feasible to identify the successes to specific jobs in the Executive Development Program and in others it will not be practical to do so.

c. Modified the PMMP attachment to make explicit the desire of the Executive Director-Comptroller to invite individual employees to express their own developmental interest in a program that clearly establishes that the primary basis for deciding upon individual (OVER)

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d. Encouraged the "grandfather" services to rely upon the components to do the detail work in the PMMP process, as a means of reducing the work load in PMMP.